

# ARMY SCIENCE BOARD REPORT

## I. Introduction to Study Report

- A. Purpose of Study: "Focus on soldier performance enhancing technologies with potential near or mid term battlefield application."
- B. Technologies that were reviewed: New Patterns of Influence/High Performance Programming, Concentrix, Hemi-Sync, Suggestive Accelerated Learning and Teaching Techniques, and Cohesion Technology.

## II. New Patterns of Influence

- A. Derivative of Neuro-Linguistic Programming.
- B. Basic Model involves reducing difference between individuals by identifying preferred modalities of others and matching them and/or by leading others into a preferred match.
- C. Techniques for rapport building among individuals.
- D. Purpose is to influence people/teams/organizations with or without their knowledge.

## III. High Performance Programming

- A. Strategy for achieving excellence in teams/organizations.
- B. Basic model involves nested frames of reference in which an organization progresses from being responsive, through inactive to high performing. (See attachment)
- C. The leader moves his organization through these frames of reference by programming appropriate values with communications tools; one of these tools is New Patterns of Influence.

## IV. Potential Users/Applications of Technologies in the Army

- A. New Patterns of Influence - tool for leadership/personal development
  - 1. General Officers
  - 2. Battalion Commanders and above
  - 3. Student Officers (USMA/ROTL/OCS)
- B. High Performance Programming - tool for management/leadership
  - 1. General Officers
  - 2. Battalion commanders and above

## V. Evaluation of Technologies

- A. Based on limited introduction
- B. Technologies represent confluence of information science, behavioral science and management/organizational/systems science; however, high performance programming at least, really represents principles of performance rather than "science".
- C. The jargon of the technology gets in the way of its understanding and hence acceptance by traditional/"main line" scientists in related fields.
- D. Little empirical data with which to assess the validity of New Patterns of Influence.

## VI. Unanswered Questions Relating to Technologies

- A. Regarding New Patterns of Influence, what is its relationship to other cognitive theories? What is its acceptability to Phd/Md communities?
- B. Can the New Patterns of Influence be applied across cultures?
- C. What are the ethical implications of using these human technologies?

## VII. Recommendations - General

- A. Army Science Board recommends CSA cognizance of INSCOM initiatives in human technologies.
- B. CSA designate INSCOM program as "exemplar" for assessing the near term applicability in and appropriate packaging of these techniques for the Army.
- C. A 6.1 program for basic research be established in the field of human technology and jointly administered by ARI and WRMC.
- D. Other personal/leadership development programs, particularly those focused on senior executives, be developed and/or supported.